



# **Departmental Quarterly Performance Report**

**Department Name: Seaport**

**Reporting Period:**

**FY 03-04**

**Second Quarter**

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## MAJOR PERFORMANCE INITIATIVES

### Describe Key Initiatives and Status

Check all that apply

<p>TP6-1; Outcome 1-1 Increase number of airlines whose passenger bags are screened at Seaport- this process is currently being tested by American Airlines.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input type="checkbox"/> ECC Project <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP6-1; Outcome 1-1 Increase cruise airline passenger check-in at Seaport – provide space as requested and available to set-up the CUTE System used by all airlines at the airport, to facilitate passenger check in and relieve the airport of check in congestion from cruise passengers. On-going process in identifying network connectivity requirements as well as conduit requirements. <a href="#">Have met with CUTE System Staff and MIA Staff to finalize connectivity requirements; this phase should be completed within the next couple of months.</a></p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input type="checkbox"/> ECC Project <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP-6-1; Outcome 1-1 Decrease number of parking toll collectors as we finalize the installation and implementation of an improved automated port-wide parking system. This includes the implementation of pay-on-foot modules as well as other payment options to expedite the safe movement of cruise passengers.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input checked="" type="checkbox"/> ECC Project <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP6-2; Outcome 2-1 Increase the number of parking spaces by completing the development of parking projects timely and maximizing parking spaces utilization by developing a parking plan for the various users to park in the garages. Our goal is to add 1,050 spaces during this fiscal year.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input checked="" type="checkbox"/> ECC Project <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>

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<p>TP6-2; Outcome 2-3 Increase terminal area to meet larger vessel sizes, this goal will be met by completing the construction of new terminals.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP6-2; Outcome 2-3 Continue the renovation of all cruise terminals combining federal agencies processes into one location which will enhance operations and will efficiently use allocated space in a more productive manner.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP6-2; Outcome 2-4 Reduce number of comments from FDLE inspection reports by completing the revisions to the Seaport Security Plan and ensuring compliancy with all state and federal security standards.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input checked="" type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP6-2; Outcome 2-4 Reduce security operational costs by developing security alternatives to meet the same outcome but in a more cost effective manner. Continue to pursue grants to help subsidize the cost for security operations and infrastructure needs. Automate where possible to achieve the least intrusive and time constraining security systems.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>TP6-3; Outcome 3-1 and 4-1 Strive to maintain gantry crane availability rating of 99.5% and increase the crane hour availability by adding two additional Panamax super post cranes. Implement a structured predictive and preventive maintenance program to enhance crane operations.</p>	<p><input type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input checked="" type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>

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## PERSONNEL SUMMARY

<p>TP 6-3; Outcome 4-1 Complete Wharf 6 and 7 to increase the Seaport's cargo berth length to satisfactorily meet additional berthing needs due to anticipated growth.</p>	<p><u>      </u> Strategic Plan <u>X</u> Business Plan <u>      </u> Budgeted Priorities <u>      </u> Customer Service <u>      </u> Workforce Dev. <u>      </u> ECC Project <u>      </u> Audit Response <u>      </u> Other _____ (Describe)</p>
<p>Variable Frequency Drives – the installation of VFD's will continue to reduce electrical costs and prolong the life of the equipment. Port continues install numerous air handlers to achieve greater savings and efficiencies. VFD's are installed to replace the inlet guide vanes to soft start the motors in the air handling units. The VFD's are controlled thru the Building Maintenance System which raises or lowers the frequencies to the motor which, in tern, controls the volume of air that moves thru the air handlers and into the office space. As the frequency of the motor is reduced so is the kilowatt consumption, thus giving a significant electrical savings as well as prolonging the life of the motor, belts and pulleys. Staff received the ESP Award in September 2003 for their project; the Port continues to experience energy savings and has received various reimbursements.</p>	<p><u>      </u> Strategic Plan <u>      </u> Business Plan <u>X</u> Budgeted Priorities <u>      </u> Customer Service <u>      </u> Workforce Dev. <u>X</u> ECC Project <u>      </u> Audit Response <u>      </u> Other _____ (Describe)</p>
<p>Automation of Ship Scheduling/Berthing Scope of work has been completed; revision process has begun and expect to formalize requirements to issue an RFP. Focus is to optimize berth assignments through automation resulting in a more efficient allocation of berth slots and cranes for our cargo and cruise customers. <a href="#">Due to budgetary constraints RFP process will be placed on hold pending a proper expense allocation.</a></p>	<p><u>      </u> Strategic Plan <u>X</u> Business Plan <u>      </u> Budgeted Priorities <u>      </u> Customer Service <u>      </u> Workforce Dev. <u>X</u> ECC Project <u>      </u> Audit Response <u>      </u> Other _____ (Describe)</p>
<p>TP 6-3; Outcome 6-1 Increase sewer service on Port by completing sewer line force main and comfort stations as well as completing the DERM consent agreement by end of fiscal year.</p>	<p><u>      </u> Strategic Plan <u>X</u> Business Plan <u>      </u> Budgeted Priorities <u>      </u> Customer Service <u>      </u> Workforce Dev. <u>      </u> ECC Project <u>      </u> Audit Response <u>      </u> Other _____ (Describe)</p>

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<p>ED1-4; Outcome 7-1 Increase number of contacts with existing and potential customers at the highest corporate levels by traveling to corporate headquarters to ensure that the Port of Miami plays a role in attracting and maintaining its customer base. <a href="#">Our marketing efforts have resulted in bringing in a new customer – new contract has been signed.</a></p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>ED 1-4; Outcome 7-1 Expand our exposure by advertising in industry magazines; increase by 5 to 10% the number of advertising placements with target audiences without increasing funding needs.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
<p>ED1-4; Outcome 7-1 Continue to work with our federal representatives to ensure confirmed funding our authorization in the annual Energy and Water Legislation. This legislative effort will enhance our opportunity to obtain federal dredging funds.</p>	<p><input checked="" type="checkbox"/> Strategic Plan <input checked="" type="checkbox"/> Business Plan <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
	<p><input type="checkbox"/> Strategic Plan <input type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>
	<p><input type="checkbox"/> Strategic Plan <input type="checkbox"/> Business Plan <input type="checkbox"/> Budgeted Priorities <input type="checkbox"/> Customer Service <input type="checkbox"/> Workforce Dev. <input type="checkbox"/> ECC Project <input type="checkbox"/> Audit Response <input type="checkbox"/> Other _____ (Describe)</p>

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## A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
			305	339	302	37	310	29		

\* [Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.](#)

## Notes:

### B. Key Vacancies

Manager Seaport Real Estate & Economic Development; Engineer II; Accountant IV; Electrician; Refrigeration A/C Mechanic; Manager Seaport Business Development; Security Officers; Executive Secretary and Seaport Terminal Operations Specialist.

### C. Turnover Issues

None

### D. Skill/Hiring Issues

None

### E. Part-time, Temporary and Seasonal Personnel

26 Part-Timers

3 Temporary

### F. Other Issues

None

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## FINANCIAL SUMMARY

(All Dollars in Thousands)

Actual	Budget	Budget	Actual	Budget	Actual	\$ Variance	Annual Budget
\$ 37,380	\$ 39,200	\$ 9,800	\$ 10,909	\$ 39,200	\$ 17,319	\$ 1,109	44.18%
\$ 30,341	\$ 37,390	\$ 9,347	\$ 6,935	\$ 37,390	\$ 14,532	\$ (2,412)	38.87%
\$ 17,131	\$ 15,619	\$ 3,905	\$ 5,404	\$ 15,619	\$ 8,973	\$ 5,400	57.45%
\$ 6,749	\$ 8,195	\$ 2,067	\$ 2,067	\$ 8,195	\$ 4,134	\$ -	
\$ 91,601	\$ 100,404	\$ 21,218	\$ 25,315	\$ 100,404	\$ 44,958	\$ 4,097	44.78%
\$ 48,629	\$ 50,479	\$ 12,620	\$ 8,309	\$ 50,479	\$ 17,634	\$ 4,311	34.93%
\$ 37,060	\$ 37,537	\$ 9,384	\$ 8,260	\$ 37,537	\$13,867.00	\$ 1,124	36.94%
\$ 1,149	\$ 4,121	\$ 1,030	\$ 518	\$ 4,121	\$ 1,144	\$ 512	27.76%
\$ 7,562	\$ 8,267	\$ 2,067	\$ 2,067	\$ 8,267	\$ 4,134	\$ -	
\$ (1,577)							
\$ 92,823	\$ 100,404	\$ 25,101	\$ 19,154	\$ 100,404	\$ 36,779	\$ 5,947	36.63%

- Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).
- **NOTE: Expenditures do not reflect year to date amounts for unbilled County Services, such as Fire, MDPD, support fees etc.**

### Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
420	\$ 10,302	\$ 10,302	\$ 12,548	\$ -	\$ -
421	\$ 97,687	\$ 98,366	\$ 82,287	\$ -	\$ -
422	\$ 788	\$ 788	\$ 788	\$ -	\$ -
423	\$ 12,059	\$ 12,059	\$ 11,549	\$ -	\$ -
424	\$ 6,845	\$ 7,618	\$ 2,400	\$ -	\$ -
<b>Total</b>	\$ 127,681	\$ 129,133	\$ 109,572		

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## **Comments:**

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

## **Other Revenues:**

Revenues for the Seaport Department are down this fiscal year due to: loss of the Norway due to explosion, two other cruise vessels due to repositioning and reposition of an additional vessel for one-half year. Cargo revenues also reflect the migration of some cargo customers to a nearby competing port. Parking revenue remains strong, bolstered by the October 1, 2003 parking fee increase and crane revenues are down slightly.

Overall revenues are down 9.2% from last year and 6% from the FY 2004 budget.

## **Operating Expenditures:**

Operating expenditures reflect the impact of existing vacancies and to some extent the reduced level of cruise traffic. However, many expenditures are fixed in nature, such as the County's support fee, Fire, MDPD, which inter-departmental costs constitute 18% of the total operating budget, with personnel making up an additional 36%. Of that Security staff make up 28% of the total personnel budget.

## **Transfers:**

Transfer amounts appear to be down, but in fact are only lower due to the impact of lower revenues on cash available to transfer. At this time budgeted transfers to funds 421, 422 and 424 are behind schedule.

## **Capital Expenditures:**

Capital expenditures are somewhat lower than budgeted and this area has been addressed for necessary future savings to meet revenue constraints.

## **Accounts Receivable:**

The Department will be preparing a year-end write off of impaired receivables. This project has been delayed due to contract negotiations which will be brought to the Board of County Commissioners for approval and which incorporate some outstanding receivable issues.



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## ***STATEMENT OF PROJECTION AND OUTLOOK***

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

Notes and Issues:

The Department expects to be within budgeted expenditures. However, significant revenue shortfalls will occur as noted above. With that concern in mind, the Department has begun reviewing all expenditures over \$10,000 for approval prior to incurring the expense. Additionally, the Department has prepared a greatly revised projected 2004 budget cutting many areas to produce the necessary reductions. In particular, there will be no unscheduled debt service payments this fiscal year.

## **DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

\_\_\_\_\_  
Signature  
Department Director

Date \_\_\_\_\_